

Increased Velocity of Change Doesn't Mean Losing Control

When sustainable changes are implemented effectively, radical improvement is possible.

The need to change is constant. Adapting to new ways of working has become critical to success, and the global pandemic has required even more accelerated delivery of different products and services to keep pace with demands. Companies must respond to shifting market pressures and evolving technology capabilities quickly, whilst still moving forward towards achieving their overall business goals. Mozaic describes this as the 'Velocity of Change'.

While significant cost pressures remain, it is clear that radically improved velocity actually delivers a materially positive impact on the cost of change. With the right velocity of change, organisations can remain future focussed whilst delivering sustainable improvements to operational budgets. How? By rethinking and transforming their IT service delivery capabilities. This paper describes the four fundamental areas to address, offering a foundational starting point for CIOs and technology leaders looking to drive velocity with control through their change programmes.

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Improved Velocity of Change Delivers Compelling Results



Over 200 times more frequent releases



Over 100 times quicker deployments



Over 2500 times faster to recover from incidents



Over 7 times less likely to have a failed change

When tackling this challenge with our clients, the Mozaic team focuses on four key steps:



1 Organise into Product Teams



2 Orchestrate the Flow of Work



3 Break Down Technology Dependencies



4 Build Reusable Components and Patterns

1 Organise into Product Teams

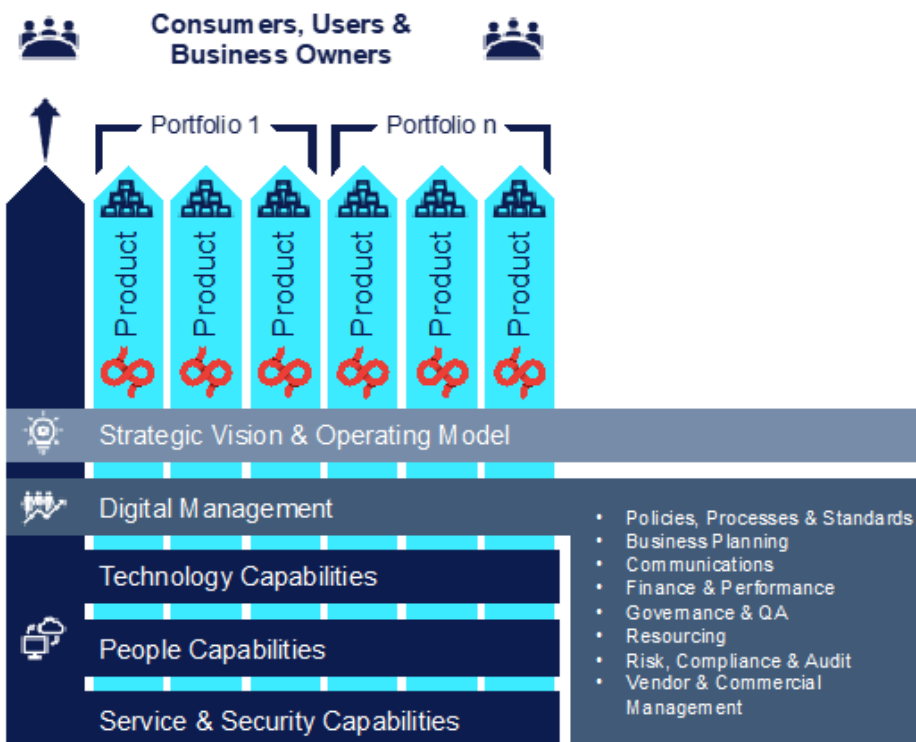
Many organisations have already taken the step to shift their IT model to a product focus. This offers significant benefits by:

- ▲ aligning small teams with the business, so that they can be wholly responsive to current demands.
- ▲ enabling Agile delivery techniques to ensure business value can be delivered at high velocity in small incremental steps.
- ▲ creating a dynamic IT delivery structure, constructed to flex with the latest strategic challenge, is vitally important to ensuring every change is delivered quickly.

However, **maintaining the appropriate level of enterprise control is critical to making this model work in practice**, avoiding technology sprawl, preventing significantly increased cost and managing risk. Where in the past Tech Leaders looked to traditional service controls and governance, automation can now enable consistent and sustainable oversight.

By integrating traditional and digital delivery models, **built with product at the core**, organisations can more easily modernise with automation, increase the speed of delivery and drive change.

Mozaic's Digital Service Management Model Places Product Teams At the Heart of Technology Delivery



2 Orchestrate the Flow of Work

Clear delivery pathways, built to ensure that work flows seamlessly, can significantly improve velocity. Applying a strong orchestration capability to further simplify and automate the flow of work will drive additional benefit across the IT organisation. **We call this Frictionless Delivery.**

Effective orchestration of existing tooling **can reduce delivery times by up to 80% and effort by 20%**. By measuring each step, areas of friction can be rapidly identified and removed to continually improve delivery performance.

Many teams automate within their own sphere of control in order to drive up quality. However this often creates silos and results in limitations in delivery. By orchestrating across teams, codifying the entry and exit points, we are able to provide clear guardrails to enable collaboration. As a result, activities are performed smoothly and without manual intervention.

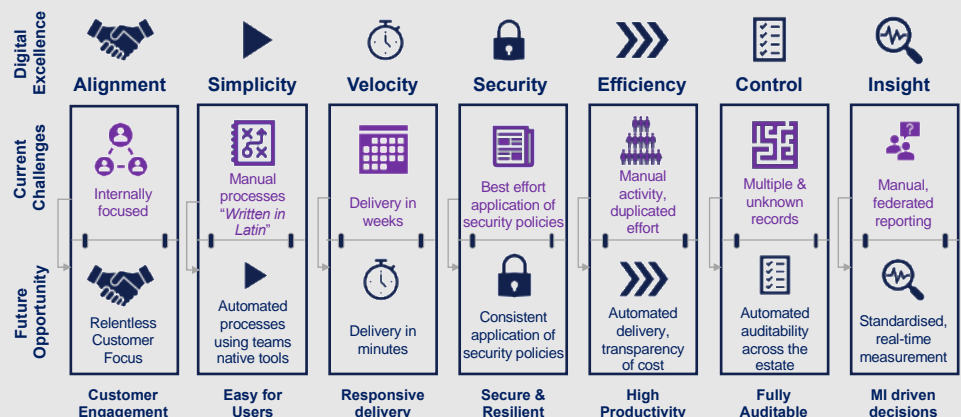
Successful orchestration requires:

- ▲ Dynamically linking portfolio and product backlogs to development and service management processes.
- ▲ Maintaining DevOps tooling independence to provide product teams with the technical and agility advantages that their preferred tools provide, whilst enabling predictable and automated acceptance of changes and releases.
- ▲ The Service Management and Operations team retaining full knowledge of the estate, maintaining control, facilitating cost and performance optimisation, and enabling demonstration of compliance to regulatory or audit requirements.

Foundational steps are typically:

- ▲ Standardising the general flow of work using process orchestration techniques, connecting the Portfolio, Product and Enterprise Service teams.
- ▲ Building product ownership for this new way of working and establish communities of practice to continually improve.
- ▲ Codifying the points of connection and interaction between teams to facilitate flow whilst minimising manual interaction.
- ▲ Migrating Product/DevOps teams into this flow of work whilst permitting the use of chosen tools where possible.
- ▲ Creating a set of dashboards to measure across the integrated flow of work.

Mozaic's Themes of Digital Excellence
Orchestration delivers benefits across each theme.

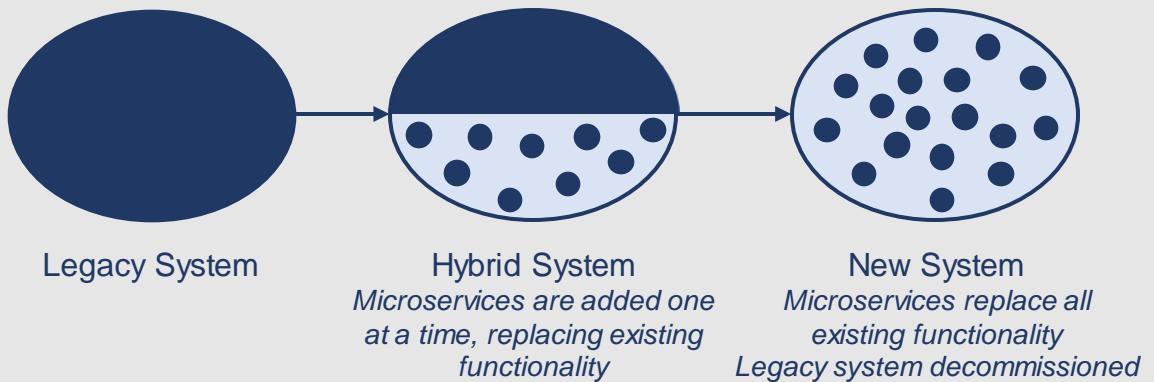


3 Break Down Technology Dependencies

Change is often frustrated by the need to consider the impact that one relatively simple change may have in other areas.

Large, complex, monolithic or highly integrated systems exist in most organisations. **Breaking these complex systems into smaller independent applications and services, using a microservices style approach can make a significant impact on the velocity of change.** Taking this approach means that each change can be delivered more quickly and enables parallel working on multiple business needs.

A decoupled, microservices-style delivery of IT systems breaks down dependencies and drives velocity of change



When working with our clients to adopt this microservices style of delivery, the Mozaic team follows a sequence of analysis and change steps, as follows:

- ▲ Identify and decouple any simple “edge” component
- ▲ Minimise the dependencies of any decoupled component with the monolith
- ▲ Use dependency and structural code analysis tools to identify the most constraining factor capabilities in the monolith, and then decouple those areas
- ▲ Decouple capabilities vertically from the core capability with its data and redirect all front-end applications to new APIs. In this way, avoid the anti-pattern of only decoupling facades, only decoupling the backend service and never decoupling data
- ▲ Decouple what is important to the business and changes frequently
- ▲ Decouple capability and not code; re-writing the capability that is required and decommissioning the legacy code
- ▲ Decouple capabilities with appropriate boundaries, not going too small
- ▲ Taking a continual improvement approach to further identifying decoupling opportunities

This enables change to be focussed on specific areas of the systems, allowing for smaller and faster increments to be delivered.

4 Build Reusable Components and Patterns

Ensuring that reusable patterns are collated and made readily available to each product team is fundamental to sustaining the velocity of change within an organisation.

A full library of components and patterns not only improves velocity, but also significantly improves the quality and predictability of delivery as well as enabling enterprise-wide controls, security, and management effectiveness.

The orchestration tooling can be used to build the reuse of these patterns into the flow of work, but there should also be organisational responsibility for their ongoing delivery.

Each pattern needs:

- ▲ ownership within the IT/Digital organisation as a technical product
- ▲ capability assigned for its ongoing support and improvement.
- ▲ a backlog of change which should be managed and prioritised against business product team needs.
- ▲ to be stored within a visible and easily accessible library that is available to all product teams.
- ▲ to be built into the orchestrated flow of work as default capability.

Addressing these four areas to drive radical transformation is not easy, but the benefits to the organisation are clear. Customers and colleagues will experience smoother, more effective interactions. The business will be set up for agility and the velocity of change will improve.

Organisations that follow this approach will not only thrive today but will become Future Ready; capable of handling the inevitable incoming changes with confidence.

Client Examples *Outcomes from programmes Mozaic has run:*



*Operating Model
Assessment,
Design & Delivery*

- Reduced change release times by 80%
- 20% efficiency/cost savings
- Implemented new and improved software tooling, standardised processes and automated SDLC
- Established agile ways of working across the change portfolio



*Operating Model
Assessment, ITSM
Toolset Implementation*

- A fully skilled service capability with strong alignment to business and user requirements, achieving improved UX and customer satisfaction
- Excellent tooling, delivering automation across the IT and digital workflows within a more agile way of working
- Significant cost reduction driven by increased delivery effectiveness and efficiency



*Operating Model
Assessment, Design &
Delivery with ServiceNow
Implementation*

- Significantly improved efficiency through matured ITSM delivery
- Increased delivery velocity (e.g. JML, request management)
- Cost reduction through improved asset and contract management
- Increased customer satisfaction and UX, improved security position

To discuss how we delivered these results, get in touch: info@mozaic.net

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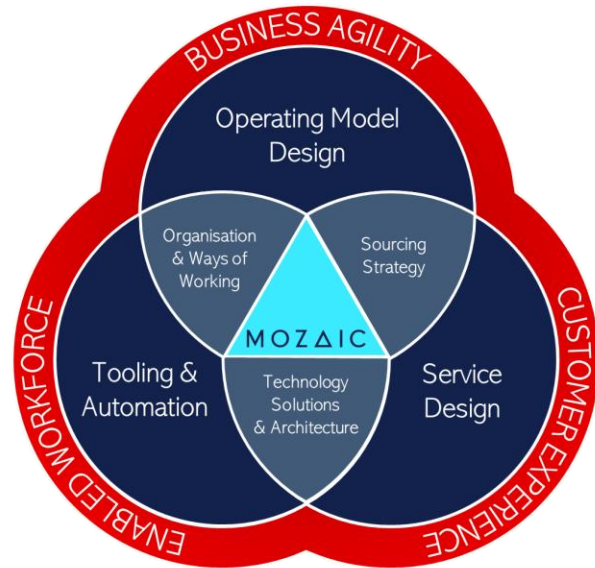
MOZAIIC

About Us

We believe that for CIOs, delivering **business agility**, offering great **customer experience** and enabling a **talented workforce** are critical for attaining Digital Excellence.

Our experienced consultants collaborate with organisations to assess and redesign their digital strategy, delivery and operations; achieving significant improvements that offer meaningful business benefits.

We design and implement radical improvements in IT performance and agility, using automation, tooling and by delivering new ways of working.



Clients Trust Mozaic Because We Have:

Deep Specialisation

We specialise in IT assessment, operating model design and transformation. Our models and methods have been proven in the field. We are independent, our approach is unbiased and recommendations are always focussed on delivering maximum value to our clients.

Outstanding People

Our people have a healthy balance of operational delivery knowledge and consulting experience. We work collaboratively alongside clients to identify the right recommendations and gain buy-in with their teams.

Follow us on [LinkedIn](#).

Established Materials and Methods

We use proven models to quickly understand how you manage IT today, confirm and optimise the form of your future roadmap, and quantify the benefits that transformation will deliver.

Read more of our white papers [here](#).

Demonstrable Track Record

We have delivered significant benefits through executive-led initiatives within complex organisations, across a wide range of industry sectors.

A list of our clients can be found [here](#). Case studies and references are available on request.

To learn more, get in touch: info@mozaic.net or 0203 709 1625